FEBI®

Focus Energy Balance Indicator

GROUP ROLLUP REPORT

This report is prepared for:

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New Logo Test Rollup

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Data source for interpretive report: FEBI 2.0 developed by Ginny Whitelaw and Mark Kiefaber, ©2005-2010 Focus Leadership, LLC
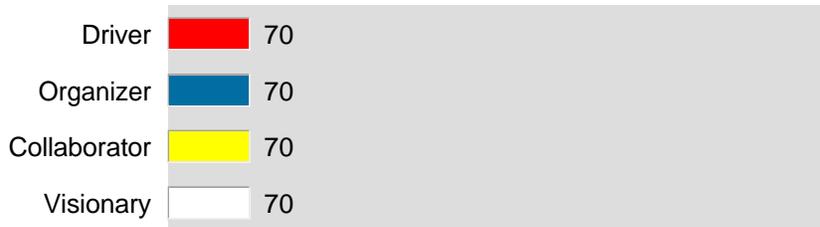
What's Inside:

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Overall Group Profile

Count of Participants: 1

Driver	■	70
Organizer	■	70
Collaborator	■	70
Visionary	□	70

This represents an average of all individual participant scores in the group. Since averaging tends to even out scores between people, even small differences of a few points are significant here. This chart gives the first indication of the order in which the group is likely to use the patterns.

Number of Strongest and Weakest

Number of Participants having each pattern as Strongest Pattern: 4

Driver	1	25%	■
Organizer	1	25%	■
Collaborator	1	25%	■
Visionary	1	25%	□

Number of Participants having each pattern as Weakest Pattern: 4

Driver	1	25%	■
Organizer	1	25%	■
Collaborator	1	25%	■
Visionary	1	25%	□

These two charts more clearly differentiate most- and least-preferred pattern use in the group. They show the number of people for whom a given pattern scores as their strongest (top graph) or weakest (bottom graph). If someone's individual scores show a 2-way tie for strongest or weakest pattern, both patterns are counted in these figures, which can make the total number (n) larger than the number of

people in the group. With 3- and 4-way ties in strongest and weakest patterns, no pattern is counted in these charts, which can make the total number (n) lower than for the overall group.

Based on which patterns dominate in the group and which are relatively quiescent, there are a number of implications on likely strengths and weaknesses of the group. Table 1 describes the *characteristics* of each pattern, depending on your group's score, these characteristics may represent a strength that your team engages in often or a weakness that your team needs to engage in more often.

Table 1.
Group Strengths and Weaknesses Based on Strong and Weak Patterns*

Pattern:	Characteristics	But if pattern is too strong, watch out for…
Driver	• Focusing on priorities and goals • Holding people accountable • Keeping speed and a sense of urgency • Having measures of progress • Clear, crisp communication • Challenging one another	• Too much heaving of opinions and not a lot of listening • Questions used as disguised challenges for authority or being right • Tunnel-vision • Using people, rather than engaging them, and sometimes using them up • Ambition more important than learning
Organizer	• Having clear roles and responsibilities • Following orderly processes • Tracking actions and following through • Delivering with quality, on time • Listening to one another	• Slow to see need for change or relinquish old ways • Getting process-bound • Analysis paralysis • Getting the small stuff right, while the bigger picture is lost
Collaborator	• Engaging one another, building trust • Influencing others, building support for ideas • Optimizing multiple points of view • Celebrating success, having fun • Remaining positive in the face of setbacks	• Too much talk, not enough action • Too much drama and politics • Missing commitments • Taking on too much
Visionary	• Seeing the big picture • Thinking outside the box • Getting to the essence of issues • Opening up new possibilities • Keeping a learning orientation	• Lack of execution • Inconsistent directions • Lack of sustainability • Being viewed as too lightweight, not rigorous

Work Behavior Rollup

This chart arranges the group averages among the24 work behaviors, and color-codes them by the pattern on which each behavior centers. As with individual reports, these scores are independent of the overall profile scores and there may be some differences between this and the earlier charts. Strengthening a weak pattern generally will tend to strengthen the types of behaviors it gives rise to. For example, strengthening Visionary energy in a group will tend to strengthen the practice of thinking outside the box, understanding underlying connections, and so on. However this part of the report allows even further focus on specific work behaviors that may be strengths the group wants to leverage, or weaknesses it wants to mitigate.

Four areas can be explored for implications on the group's functioning:

1. ***Overall Balance*** – The Work Behaviors Rollup gives a good indication of how well the group balances its use of the patterns in practice. If all 4 patterns are roughly evenly represented in the top half and bottom half (this is easiest to see by covering half at a time), this is a good indication of overall balance in use of the patterns. If this is the case, this part of the report may be used at the next level of specificity, that is, looking for a particular behavior that needs attention (see Bottom 5 below).

   If one or two patterns dominate in the top half, these are likely to match the group's home pattern and/or style identified from the earlier charts. In this case, it's worth looking at overall ways to bring up the weakest represented pattern, ideally leveraging something from the group's home pattern.

2. ***Alignment*** – If the group is a team aligned on a common purpose, it's worth exploring how well its dominant patterns and behaviors match that purpose. If it is a group from within the same organization or company, alignment with the strategy or mission is worth discussing. For example, one common misalignment is where a group is dominated by Driver and Organizer, but has a purpose or strategy that requires a great deal of the Collaborator's ability to engage others and/or the Visionary's new ideas and big picture thinking. The opposite case can also occur, where a group has a great deal of Collaborator and Visionary, but is charged with executing on priorities, which requires more Driver and Organizer. The good news case is when the group's patterns overall are well-aligned with its priorities.

3. ***Top 5*** – These behaviors, taken as a whole, can be thought of as the group's "winning way." The fact that most people rated these behaviors highly doesn't guarantee that these behaviors are done well within the group, but they are done often and people generally enjoy doing them, which makes them likely to be the things the group does best. It may be worth exploring how the group can leverage these strengths, including how it might use one or more of these top behaviors to mitigate a weakness.

4. ***Bottom 5*** – These behaviors generally represent areas the group is likely to undervalue or ignore. This may be fine if these behaviors are, in fact, least important to the role or mission of this group. However, if one or more of these behaviors are needed, it's worth exploring how they can be fortified.

   If the group is a team, there may be one or two people who prefer these behaviors or want to develop them, in which case, those team members may be anointed to champion and practice those behaviors more visibly. If there are no champions for those behaviors on the team, the team overall may want to look at how to leverage one of their "winning ways" to strengthen this behavior. For example, if "Communicating formally and informally" is a strength and "Hitting Financial Targets" is a much-needed weakness , the group may devise a highly visible

communication method for posting financial results, and make communicating the financials the opening of weekly staff meetings.

If a particular work behavior needs strengthening and the group does not generally work together as team, a good exercise is to break the group into 4 parts – one for each home pattern – and have them generate ideas for how they could use that home pattern to strengthen this needed behavior.

Suggested Questions for Discussion:

1. Do the group's strong patterns support what it's trying to accomplish?
2. Where might its strength get in its way?
3. What pattern does the group most need for balance?
4. What theme or pattern runs through the group's top 5 work behaviors, and what are some implications?
5. What Work Behavior(s) need(s) strengthening in the group?

Developing a Weak Pattern in a Group

In many cases, a group will want to strengthen a particular energy pattern or work behavior. Many of the developmental suggestions outlined in the individual FEBI reports for strengthening a given energy pattern apply in groups as well. In addition, an energy pattern can also be strengthened using any number of team and organizational levers, as summarized in Table 2.

Table 2.
Group Ways to Strengthen the Energy Patterns*

Lever	Driver	Organizer	Collaborator	Visionary
Team Meetings	Fast and few; focus on targets, performance measures, holding people accountable; get alignment so team members can execute their tasks	Start and stop on time, have a well-planned agenda and follow through on actions	Give time to talk and get to know one another; celebrate successes; focus on whom to engage and how things really work in the organization/world	Give open space on the agenda – time to brainstorm, mind map, and allow for mental or real excursions to get new perspectives; give time for reflection and shared learning

Lever	Driver	Organizer	Collaborator	Visionary
Emphasize	Action and results, outcomes, bottom line	Orderly processes, clear roles, responsibility	Fun, interaction, ways for people to know one another	Harmonizing with the flow, thinking outside the box
Workplace	Striking, vibrant colors, sparse furnishings	Quiet spaces to think, a place for everything	Warm, fun, common places to gather	Places to network or be alone, in or out of the office
Processes	Minimal and focused on outcomes	Step by step, unambiguous	Practical, oriented to how people really work	Adjustable to different situations
Reward	Competitive spirit, winning	Solid contributors who deliver without fail	Team players	Adjustable to different situations
Job Design	Independent , accountable for hitting targets	Project management, quality delivery	Cross-functional, collaborative, build influence	Creative, novel problem solving, time to think
Tools of Alignment	Mission in terms of what must be accomplished; Measureable goals, financial targets Budgets, financial plans	Mission in terms of what is our duty? Values around how the work must be accomplished: quality and ethical standards Project plans	Vision, in terms of the story of how we improve people's lives Engagement plans	Vision in terms of what future we're creating Strategies to create the future Purpose and Values that give meaning to the work
Slogan, tag lines	In your face and to the point: e.g., "Just do It."	Emphasizing responsibility, quality, endurance over time: e.g., "Solid as a rock"	Warm, fun, makes an emotional connection: e.g., "The LUV airline"	Open-ended, big, inviting possibility: e.g., "Imagine…"

* Based on Whitelaw, G. and Wetzig, B, *Move to Greatness* (Boston: Nicholas Brealey, 2008).

Suggested Questions for Discussion:

1. What could individual members of the group do to bring out the desired pattern or work behavior?
2. What levers could the group use to strengthen a weak pattern/behavior?
3. [If the group is a team] What new team roles or norms does the group want to adopt in order to strengthen a weak pattern or behavior?